

## **Appendix B**

### **Telephone Survey with HR Managers Survey**

## DOL EMPLOYER SURVEY

### IF LARGE COMPANY, FIRST ASK:

**SC1. Hello, my name is [INTERVIEWER NAME] and I'm calling from Westat, a survey research firm in Rockville, MD. We are conducting a survey on behalf of the U.S. Department of Labor that will collect information about the employment of people with disabilities. May I please have the name of the person responsible for hiring at the overall company level? This may be your Personnel Manager, Human Resources Manager, President, or Owner. [IF NEEDED: We need to send some information about a survey we are conducting for the U.S. Department of Labor.]**

Name \_\_\_\_\_

**SC2. And would we address a letter to him/her at [ADDRESS ON FILE]?**

- Yes  
 No (**GO TO SC3**)  
 Don't know

**SC3. May I please have the correct address?**

\_\_\_\_\_ Number \_\_\_\_\_ Street

\_\_\_\_\_  
Suite/Office number

\_\_\_\_\_ City \_\_\_\_\_ State \_\_\_\_\_ Zip code

**Thank you very much.**

**Package will be mailed. When interviewer calls back, interview will start at SC4.**

According to the Paperwork Reduction Act of 1995, no persons are required to respond to a collection of information unless such collection displays a valid OMB control number. Public reporting burden for this collection of information is estimated to average 20 minutes per response, including time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. The obligation to respond to this collection is voluntary. Send comments regarding the burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the U.S. Department of Labor, Office of the Chief Information Officer, Attention: Departmental Clearance Officer, 200 Constitution Avenue, N.W., Room N-1301, Washington, DC 20210 or email [DOL\\_PRA\\_PUBLIC@dol.gov](mailto:DOL_PRA_PUBLIC@dol.gov) and reference the OMB Control Number 1230-0NEW. Note: Please do not return the completed survey to this address.

**SC4. Hello. May I please speak with {NAME OF EXECUTIVE TO WHOM THE LETTER WAS MAILED}?**

**[My name is {INTERVIEWER'S NAME} and I am calling on behalf of the U.S. Department of Labor. {EXECUTIVE'S NAME} recently received a letter about a study of the employment of people with disabilities.]**

- Available/coming to the phone **(GO TO SC6)**
- Not available
- At another telephone number
- No such person/no longer here/new respondent needed **(GO TO SC5)**
- Telephone company recording
- Answering machine/voice mail
- Retry dialing
- Go to result

**SC5. I'd like to speak with someone else who makes decisions on hiring at the overall company level such as the [Personnel or Human Resources Manager/President of Owner]. Would you please connect me to such a person?**

**IF SMALL BUSINESS USE PRESIDENT OR OWNER. OTHERWISE USE PERSONNEL OR HUMAN RESOURCES MANAGER**

**[Alternate titles:**

**President/owner  
Vice-president, finance  
Vice-president, human resources  
Vice president  
Director  
Assistant director  
Manager  
Assistant manager  
Supervisor]**

- Speaking/coming to the phone **(GO TO SC6)**
- Collect name of best respondent
- Don't know best respondent; callback
- Go to result

SC6. Hello, my name is [INTERVIEWER NAME], and I am calling from Westat, a research firm in Rockville, MD. We are conducting a survey for the U.S. Department of Labor. We recently sent a letter introducing the study. This is a brief survey of business executives in high growth industries to see what opportunities might be available in these industries for people with disabilities.

The survey will take about 20 minutes.

This survey is for research purposes only and is not part of an investigation or audit by the Department of Labor. Your cooperation is voluntary. Your responses will not be linked with your company or with your name. First, I would like to ask about your business.

[IF NEEDED: You can skip any question you do not want to answer, and you can stop at anytime.]

## Company Characteristics

1. I see that your business is mostly in the [INDUSTRY] group, is that correct? (2008 ODEP)

- Yes (GO TO Q2)
- No
- Don't know
- Refused

1a. What type of business is it?

- Construction
- Manufacturing
- Wholesale Trade
- Retail Trade
- Transportation and Warehousing
- Information
- Financial Activities
- Professional and Business Services
- Education
- Health Services
- Leisure and Hospitality
- Other Services
- Public Administration
- Other (SPECIFY): \_\_\_\_\_
- Don't know
- Refused

2. I also see that you have about [NUMBER OF EMPLOYEES]. Is that correct? (2008 ODEP)

- Yes (GO TO Q4)
- No
- Don't know
- Refused

3. Including your corporate headquarters, subsidiaries, and all branches, how many employees does your business have? Would you say... (2008 ODEP)

- Fewer than 5, (end survey)
- 5 to 14,
- 15 to 249,
- 250 to 999
- Or 1000 or more?
- Don't know
- Refused

4. Does your company have multiple locations?

- Yes
- No (GO TO Q6)
- Don't know
- Refused

5. [IF Q4 = YES] How many employees do you have at your location? (2008 ODEP)

\_\_\_\_ Employees

- Don't know
- Refused

6. I see that your business headquarters is in [STATE]. Is that correct? (2008 ODEP)

- Yes (GO TO Q7)
- No
- Don't know
- Refused

**6a. In what state or US territory is your business headquartered?**

- |   |   |
|---|---|
| <input type="checkbox"/> Alabama                                  | <input type="checkbox"/> Nebraska                 |
| <input type="checkbox"/> Alaska                                   | <input type="checkbox"/> Nevada                   |
| <input type="checkbox"/> American Samoa                           | <input type="checkbox"/> New Hampshire            |
| <input type="checkbox"/> Arkansas                                 | <input type="checkbox"/> New Jersey               |
| <input type="checkbox"/> Arizona                                  | <input type="checkbox"/> New Mexico               |
| <input type="checkbox"/> California                               | <input type="checkbox"/> New York                 |
| <input type="checkbox"/> Colorado                                 | <input type="checkbox"/> North Carolina           |
| <input type="checkbox"/> Connecticut                              | <input type="checkbox"/> North Dakota             |
| <input type="checkbox"/> Delaware                                 | <input type="checkbox"/> Northern Mariana Islands |
| <input type="checkbox"/> District of Columbia<br>(Washington, DC) | <input type="checkbox"/> Ohio                     |
| <input type="checkbox"/> Florida                                  | <input type="checkbox"/> Oklahoma                 |
| <input type="checkbox"/> Georgia                                  | <input type="checkbox"/> Oregon                   |
| <input type="checkbox"/> Guam                                     | <input type="checkbox"/> Pennsylvania             |
| <input type="checkbox"/> Hawaii                                   | <input type="checkbox"/> Puerto Rico              |
| <input type="checkbox"/> Idaho                                    | <input type="checkbox"/> Rhode Island             |
| <input type="checkbox"/> Illinois                                 | <input type="checkbox"/> South Carolina           |
| <input type="checkbox"/> Indiana                                  | <input type="checkbox"/> South Dakota             |
| <input type="checkbox"/> Iowa                                     | <input type="checkbox"/> Tennessee                |
| <input type="checkbox"/> Kansas                                   | <input type="checkbox"/> Texas                    |
| <input type="checkbox"/> Kentucky                                 | <input type="checkbox"/> U.S. Virgin Islands      |
| <input type="checkbox"/> Louisiana                                | <input type="checkbox"/> Utah                     |
| <input type="checkbox"/> Maine                                    | <input type="checkbox"/> Vermont                  |
| <input type="checkbox"/> Maryland                                 | <input type="checkbox"/> Virginia                 |
| <input type="checkbox"/> Massachusetts                            | <input type="checkbox"/> Washington               |
| <input type="checkbox"/> Michigan                                 | <input type="checkbox"/> West Virginia            |
| <input type="checkbox"/> Minnesota                                | <input type="checkbox"/> Wisconsin                |
| <input type="checkbox"/> Mississippi                              | <input type="checkbox"/> Wyoming                  |
| <input type="checkbox"/> Missouri                                 |   |
| <input type="checkbox"/> Montana                                  |   |
| <input type="checkbox"/> Don't know                               |   |
| <input type="checkbox"/> Refused                                  |   |

**7. [If Q4 = YES] And I see that your location is in [STATE]. Is that correct? (2008 ODEP)**

- Yes (GO TO Q8)  
 No  
 Don't know  
 Refused



**a. In what state or US territory are you located?**

- |   |   |
|---|---|
| <input type="checkbox"/> Alabama                                  | <input type="checkbox"/> Montana                  |
| <input type="checkbox"/> Alaska                                   | <input type="checkbox"/> Nebraska                 |
| <input type="checkbox"/> American Samoa                           | <input type="checkbox"/> Nevada                   |
| <input type="checkbox"/> Arkansas                                 | <input type="checkbox"/> New Hampshire            |
| <input type="checkbox"/> Arizona                                  | <input type="checkbox"/> New Jersey               |
| <input type="checkbox"/> California                               | <input type="checkbox"/> New Mexico               |
| <input type="checkbox"/> Colorado                                 | <input type="checkbox"/> New York                 |
| <input type="checkbox"/> Connecticut                              | <input type="checkbox"/> North Carolina           |
| <input type="checkbox"/> Delaware                                 | <input type="checkbox"/> North Dakota             |
| <input type="checkbox"/> District of Columbia<br>(Washington, DC) | <input type="checkbox"/> Northern Mariana Islands |
| <input type="checkbox"/> Florida                                  | <input type="checkbox"/> Ohio                     |
| <input type="checkbox"/> Georgia                                  | <input type="checkbox"/> Oklahoma                 |
| <input type="checkbox"/> Guam                                     | <input type="checkbox"/> Oregon                   |
| <input type="checkbox"/> Hawaii                                   | <input type="checkbox"/> Pennsylvania             |
| <input type="checkbox"/> Idaho                                    | <input type="checkbox"/> Puerto Rico              |
| <input type="checkbox"/> Illinois                                 | <input type="checkbox"/> Rhode Island             |
| <input type="checkbox"/> Indiana                                  | <input type="checkbox"/> South Carolina           |
| <input type="checkbox"/> Iowa                                     | <input type="checkbox"/> South Dakota             |
| <input type="checkbox"/> Kansas                                   | <input type="checkbox"/> Tennessee                |
| <input type="checkbox"/> Kentucky                                 | <input type="checkbox"/> Texas                    |
| <input type="checkbox"/> Louisiana                                | <input type="checkbox"/> U.S. Virgin Islands      |
| <input type="checkbox"/> Maine                                    | <input type="checkbox"/> Utah                     |
| <input type="checkbox"/> Maryland                                 | <input type="checkbox"/> Vermont                  |
| <input type="checkbox"/> Massachusetts                            | <input type="checkbox"/> Virginia                 |
| <input type="checkbox"/> Michigan                                 | <input type="checkbox"/> Washington               |
| <input type="checkbox"/> Minnesota                                | <input type="checkbox"/> West Virginia            |
| <input type="checkbox"/> Mississippi                              | <input type="checkbox"/> Wisconsin                |
| <input type="checkbox"/> Missouri                                 | <input type="checkbox"/> Wyoming                  |



- Don't know
- Refused

8. **How many years has the company been in business?**

\_\_\_\_\_ Years

- Don't know
- Refused

9. **Which of the following best describes your company's plans for your workforce over the next 12 months? (Kessler Foundation)**

- We plan to increase the size of our workforce
- We have no plans to increase or decrease the size of our workforce
- We plan to reduce the size of our workforce
- Don't know
- Refused

10. **Is your business a Federal contractor? (IF NEEDED: Federal contractors are employers who enter into a contract with the United States (any department or agency) to perform a specific job, supply labor and materials, or for sales of products or services.)**

- Yes
- No
- Don't know
- Refused

11. **About how many years have you been working for [COMPANY] in any position? (2008 ODEP)**

\_\_\_\_\_ Years

- Don't know
- Refused

**12. What is your job title? (2008 ODEP)**

- President/owner
- Vice-president, finance
- Vice-president, human resources
- Vice-president (SPECIFY): \_\_\_\_\_
- Director
- Assistant director
- Manager
- Assistant manager
- Supervisor
- Other (SPECIFY): \_\_\_\_\_

**13. About how many years have you been working under your current role/position? (2008 ODEP)**

- \_\_\_\_\_ Years
- Don't know
  - Refused

**14. Have you ever regularly interacted with someone with a disability inside the work environment, at either this company, or another company?**

- Yes
- No
- Don't know
- Refused

**15. Have you ever regularly interacted with someone with a disability outside the work environment, for example with friends, family, or neighbors?**

- Yes
- No
- Don't know
- Refused

**Disability Hiring, Retention, and Advancement**

16. Under the Americans with Disabilities Act, an individual with a disability is defined as a person who (1) has a physical or mental impairment that substantially limits one or more major life activities; (2) has a record of such an impairment; or (3) is regarded as having such an impairment.

To your knowledge, do any of your company's current employees have a physical or mental disability? Would you say... (2008 ODEP)

- Yes
- I'm not sure
- No, not to my knowledge
- Don't know
- Refused

17. [DO NOT ASK IF Q16 = NO] To the best of your knowledge, about what percentage of your workforce has a disability? (Kessler)

- 10% or more
- 5% to 9%
- 3% to 4%
- 1% or 2%
- Less than 1%
- Don't know
- Refused

18. Does your company regularly track the number of people with disabilities that you employ? (Kessler)

- Yes
- No
- Don't know
- Refused

19. In the past 12 months, has your company hired any people with disabilities? (2008 ODEP)

- Yes
- I'm not sure
- No, not to my knowledge
- Don't know
- Refused

20. **Have any of your employees with disabilities been with the company for 2 years or longer? Would you say...**

- Yes,
- I'm not sure
- No, not to my knowledge
- Or does your company not have any employees with disabilities?
- Don't know
- Refused

21. **Has your company promoted any employees with disabilities in the past 3 years? Would you say...**

- Yes,
- I'm not sure,
- No, not to my knowledge,
- Or has your company not had any employees with disabilities in the past 3 years?

22. **Does your company actively recruit job applicants who are people with disabilities? (2008 ODEP)**

- Yes
- No **(GO TO Q24)**
- Don't know
- Refused

23. **We want to know how your company is proactive in recruiting job applicants with disabilities. Does your company... (Modified 2008 ODEP)**

a. **Create partnerships with disability-related advocacy organizations?**

- Yes
- No
- Don't know
- Refused

b. **Work with career centers at colleges and universities when vacancies arise?**

- Yes
- No
- Don't know
- Refused

**c. Post job announcements in disability-related publications or websites?**

- Yes
- No
- Don't know
- Refused

**d. Does your company post job announcements and/or host a table at disability-related job fairs?**

- Yes
- No
- Don't know
- Refused

**e. Establish summer internship and mentoring programs targeted at youth with disabilities?**

- Yes
- No
- Don't know
- Refused

**f. Contact the state Vocational Rehabilitation agency?**

- Yes
- No
- Don't know
- Refused

**g. Post jobs with the job service or workforce employment center (if needed: such as American Job Centers)?**

- Yes
- No
- Don't know
- Refused

**h. Are there any other ways your company is proactive in trying to recruit job applicants with disabilities?**

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24. [IF Q22 = NO] What are the reasons your company does not actively recruit job applicants who are people with disabilities? Please say yes or no to each of the possible reasons. (Partially from Kessler Foundation)

a. There is an absence of job openings or a hiring freeze (we are not actively recruiting anyone, regardless of disability).

- Yes
- No
- Don't know
- Refused

b. My company isn't sure how to actively recruit people with disabilities.

- Yes
- No
- Don't know
- Refused

c. There are architectural barriers or lack of special equipment for people with disabilities at the company.

- Yes
- No
- Don't know
- Refused

d. Actively recruiting people with disabilities takes too much time.

- Yes
- No
- Don't know
- Refused

e. It would cost too much money to hire people with disabilities.

- Yes
- No
- Don't know
- Refused

f. Are there any other reasons your company does not actively recruit job applicants who are people with disabilities?

\_\_\_\_\_

## Practices and Policies

25. We'd like to know more about your company's hiring and recruiting strategies. Does your company...

a. Post job announcements that display a policy of non-discrimination and equal opportunity?

- Yes
- No
- Don't know
- Refused

b. Have an application process that is accessible to people with visual disabilities? (IF NEEDED: This can include Section 508 compliant job applications, or Section 508 compliant job announcements/vacancy descriptions that include information about how to apply to the job.)

- Yes
- No
- Don't know
- Refused

c. Provide an opportunity for all job interview candidates to request an accommodation for the interview?

- Yes
- No
- Don't know
- Refused

d. Have interview locations that are accessible to all people with disabilities?

- Yes
- No
- Don't know
- Refused



**e. Develop partnerships with organizations to recruit people with disabilities?**

- Yes
- No
- Don't know
- Refused

**f. Have measureable goals for hiring people with disabilities?**

- Yes
- No
- Don't know
- Refused

**g. Have a dedicated recruiter or other person specialized in the hiring of people with disabilities?**

- Yes
- No
- Don't know
- Refused

**h. What other practices are in place for hiring and recruiting people with disabilities?**

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**26. The next questions are about retaining employees with disabilities. The following strategies are thought to improve retention of people with disabilities. Does your company have or make available....**

**a. Have training for all employees that includes disability awareness or sensitivity? (IF NEEDED: This could include broader non-discrimination or etiquette training, but only if disabilities are specifically addressed).**

- Yes
- No
- Don't know
- Refused

**b. A disability-focused employee resource group or affinity group?**

- Yes
- No
- Don't know
- Refused

**c. Programs or policies to help employees who become ill, injured, or disabled stay at work or return to work?**

- Yes
- No
- Don't know
- Refused

**d. Workplace flexibility programs such as flexible scheduling or telecommuting?**

- Yes
- No
- Don't know
- Refused

**e. Does your company have or make available job reassignments for existing employees who develop a disability?**

- Yes
- No
- Don't know
- Refused

**f. An opportunity for employees to voluntarily and confidentially self-disclose that they have a disability?**

- Yes
- No
- Don't know
- Refused

**g. Measurable goals for retaining and advancing employees with disabilities?**

- Yes
- No
- Don't know
- Refused

**h. Ways for employees to keep their existing position but reallocate specific tasks in the event that they cannot perform those tasks because of a disability? This is sometimes called task shifting.**

- Yes
- No
- Don't know
- Refused

**i. What else, if anything, does your company do to retain people with disabilities?**

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**Attitudes**

**27. IF CONDITION 1: How much of a concern are the following factors to your company in hiring people with disabilities? I would like you to say whether it is not a concern, somewhat a concern, or a major concern.**

**IF CONDITION 2: Use condition 1 wording but reverse answer choice categories.**

**IF CONDITION 3: Many employers have concerns about hiring people with disabilities, such costs of accommodation or absenteeism.] How much of a concern are the following factors to your company in hiring people with disabilities? I would like you to say whether it is not a concern, somewhat a concern, or a major concern.**

**If CONDITION 4: Use condition 3 wording but reverse answer choice categories.**

**a. Knowing how to address the needs of workers with disability. Is that not a concern, somewhat a concern, or a major concern to your company in hiring people with disabilities?**

- Not a concern
- Somewhat a concern
- Major concern
- Don't know
- Refused

**b. Attitudes of co-workers**

- Not a concern
- Somewhat a concern
- Major concern
- Don't know
- Refused

**c. Attitudes of supervisors**

- Not a concern
- Somewhat a concern
- Major concern
- Don't know
- Refused

**d. Attitudes of top-level management**

- Not a concern
- Somewhat a concern
- Major concern
- Don't know
- Refused

**e. Attitudes of customers**

- Not a concern
- Somewhat a concern
- Major concern
- Don't know
- Refused

**f. Cost of accommodation. Is that not a concern, somewhat a concern, or a major concern to your company in hiring people with disabilities?**

- Not a concern
- Somewhat a concern
- Major concern
- Don't know
- Refused

**g. Cost of health care coverage**

- Not a concern
- Somewhat a concern
- Major concern
- Don't know
- Refused

**h. Cost of workers compensation premiums**

- Not a concern
- Somewhat a concern
- Major concern
- Don't know
- Refused

**i. Absenteeism**

- Not a concern
- Somewhat a concern
- Major concern
- Don't know
- Refused

**j. Turnover**

- Not a concern
- Somewhat a concern
- Major concern
- Don't know
- Refused

**k. Cannot discipline or fire a worker with a disability due to possible legal issues. Is that not a concern, somewhat a concern, or a major concern to your company in hiring people with disabilities?**

- Not a concern
- Somewhat a concern
- Major concern
- Don't know
- Refused

**I. Safety on the job for persons with disabilities and their coworkers**

- Not a concern
- Somewhat a concern
- Major concern
- Don't know
- Refused

**m. Productivity level compared to non-disabled workers**

- Not a concern
- Somewhat a concern
- Major concern
- Don't know
- Refused

**n. Ability of workers with disabilities to perform required job duties**

- Not a concern
- Somewhat a concern
- Major concern
- Don't know
- Refused

**o. Additional supervision**

- Not a concern
- Somewhat a concern
- Major concern
- Don't know
- Refused

**p. Does your company have any other concerns about hiring people with disabilities?**

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**28. The next questions are about ways in which hiring people with disabilities might impact your company. Please just say yes or no to each. Would you say that hiring people with disabilities...**

**a. Increases morale at your company?**

- Yes
- No
- Don't know
- Refused

**b. Increases productivity at your company?**

- Yes
- No
- Don't know
- Refused

**c. Projects a positive image of your company with prospective employees?**

- Yes
- No
- Don't know
- Refused

**d. Projects a positive image of your company with customers?**

- Yes
- No
- Don't know
- Refused

**e. Increases the pool of qualified candidates?**

- Yes
- No
- Don't know
- Refused

**f. Benefits your company because of the financial incentives such as tax breaks for accommodation?**

- Yes
- No
- Don't know
- Refused

**g. Reduces liability for legal issues related to lack of diversity?**

- Yes
- No
- Don't know
- Refused

**h. Are there any other benefits to hiring people with disabilities?**

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## Veterans

These next few questions are specifically about recruiting and hiring Veterans.

**29. In the past 12 months, has your company hired a Veteran?**

- Yes
- No
- Don't know
- Refused

**30. In the past 12 months, has your company hired a Veteran who disclosed a disability, either before or after they were hired?**

- Yes
- No
- Don't know
- Refused

**31. Does your company make any special efforts to recruit Veterans?**

- Yes
- No
- Don't know
- Refused



**32. Would any of the following be helpful to your company to recruit and hire Veterans?**

**a. Using a recruiting source to identify qualified Veteran candidates?**

- Yes
- No
- Don't know
- Refused

**b. Programs to help Veterans translate military skills to the civilian workforce?**

- Yes
- No
- Don't know
- Refused

**c. Programs to help Veterans transition from the military culture to the civilian workplace culture?**

- Yes
- No
- Don't know
- Refused

**d. Information about how to address combat-related physical disabilities?**

- Yes
- No
- Don't know
- Refused

**e. Information about how to address mental illness, including post-traumatic stress disorder (PTSD)?**

- Yes
- No
- Don't know
- Refused

**f. Tax credits for hiring Veterans or disabled Veterans?**

- Yes
- No
- Don't know

Refused

**33. I just have a couple more questions about involvement in dealing with issues with people with disabilities at your company. Do you yourself work with hiring managers to resolve issues on a case-by-case basis regarding any of the following?**

**a. Hiring people with disabilities?**

- Yes
- No
- Don't know
- Refused

**b. Disciplining or terminating employees with disabilities?**

- Yes
- No
- Don't know
- Refused

**c. Promoting or retaining employees with disabilities?**

- Yes
- No
- Don't know
- Refused

**34. If you could make one recommendation to improve the hiring of people with disabilities, what would it be?**

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35. [IF NO, DON'T KNOW, OR REFUSED TO 33A-C] Can I have the name, email, and phone number of someone at your company who does work with hiring managers on those issues?

NAME: \_\_\_\_\_

E-MAIL ADDRESS: \_\_\_\_\_

PHONE NUMBER: \_\_\_\_\_

36. After reviewing the responses to this survey, we may want to follow-up with a small number of employers to learn more through a second telephone interview. This interview would probe on retention and advancement and ask about challenges and solutions, and experience with people with disabilities. May we contact [YOU/ NAME IN Q35] in [MONTH/YEAR]?

- Yes
- No
- Don't know
- Refused

Those are all of the questions I have for you today. Thank you for participating. Goodbye!